

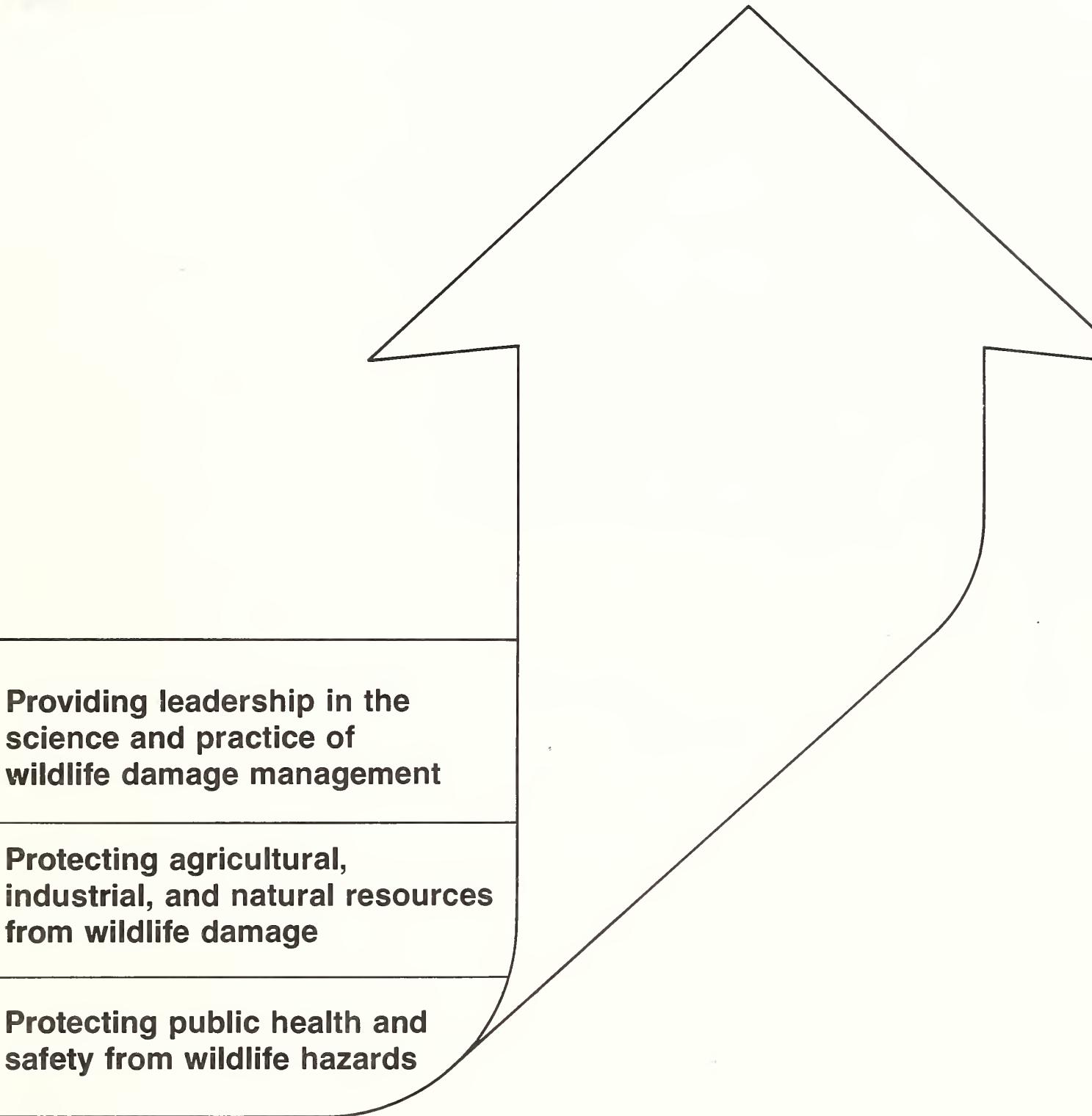
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Strategic Plan

Animal Damage Control



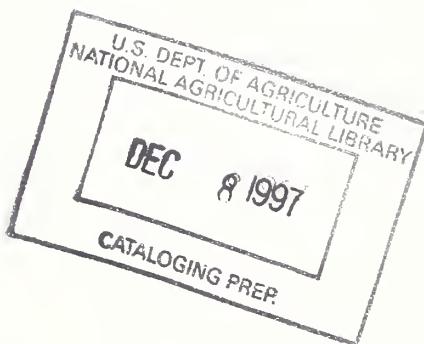
**United States
Department of
Agriculture**



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Issued December 1989

All programs and services are available to anyone without regard to race, color, sex, age, handicap, religion, or national origin.

Message from the Deputy Administrator

The Animal Damage Control (ADC) program is widely regarded as the leading professional organization involved in the science and practice of wildlife damage management. This is not an undisputed or guaranteed role. It is one we have worked hard to establish and must work harder to maintain.

The dedication and professionalism of ADC employees at all levels and the enthusiastic support of our cooperators have been the cornerstones of ADC's success over the years. As ADC begins the next decade, it is imperative that our strengths, weaknesses, and opportunities be reexamined in light of public perceptions of the environment and our role in its management. As leaders, we must look for ways to build on our successes and embrace changes necessary to deal with the challenges of the future.

The ADC Strategic Long Range Plan resulted from many hours of thought and discussion by program leadership, with input from ADC employees and cooperators, as well as other units of the Animal and Plant Health Inspection

Service (APHIS). Our purpose was to identify major problems facing the program and to propose solutions that can be implemented over the next 3-5 years. The nature of the process forced us to focus on our most difficult problems. Our descriptions of Critical Strategic Issues may seem negative and self-deprecating, but we believe that the Multiyear Action Plan sections in which solutions are proposed are positive and encouraging. The ADC leadership is committed to seeing that good progress is made toward resolving these issues.

I sincerely hope each of you will share in the program leadership's enthusiasm in this effort and will be committed equally to ensuring these issues are addressed and resolved. The responsibility for the future of the ADC program is shared by each of us.

*Bobby Acord, Acting
Deputy Administrator*

Mission Statement

ADC provides leadership in the science and practice of wildlife damage control to protect America's agricultural, industrial, and natural resources and to safeguard public health and safety.

This is accomplished through:

- Cooperative wildlife damage control programs.
- Collection, evaluation, and dissemination of information.
- Training of wildlife management professionals.
- Providing data and a source for limited use pesticides.
- Informing and educating the public.
- Development and improvement of control methods.

The ADC mission is supported by a commitment to:

- Environmental sensitivity.
- Cooperator participation.
- Employee growth and development.
- Equal opportunity in employment and service delivery.
- Scientific, technical, and managerial excellence.
- Professional credibility in the field of wildlife management.

Critical Strategic Issues

Effective Management Practices

Issue: ADC lacks an effective system of management practices which has resulted in a diminishing ability to meet program needs, insufficient resources, inadequate support and guidance of operations, and lack of strategic direction.

Discussion: Initially, APHIS-ADC management focused its efforts on those tasks essential to the transfer of the program and repairing components that needed immediate attention (e.g., restructuring the organization, increasing funding, redirecting research, gaining needed authorities, updating cooperative agreements, recruiting and developing employees for critical supervisory and managerial positions). While completion of these essential tasks allowed for short-term accomplishments, other problems requiring long-term solutions have become apparent. Over the long term, ADC management must visualize the program's mission and goals, set policies and direction, obtain necessary resources, supervise and motivate employees, monitor results and impacts, and evaluate and redirect the program as necessary. These tasks are best accomplished through a series of formal but nonburden-some planning, monitoring, evaluating, decision support, and communication systems. These systems are lacking in ADC.

Evidence that this is a critical issue for ADC is found in the broad array of problems facing the program, herein identified as critical issues. In addition, the late and often ineffective focus on new program demands such as aquaculture and other nontraditional forms of agriculture underscores the lack of strategic analysis and direction. Continuing the program's orientation toward short-term objectives will ultimately diminish its ability to handle wildlife damage problems. This lack of direction also threatens the ADC culture of "strong comraderie and mutual support" which contributes to much of the program's success.

Now that the transfer to APHIS is complete, ADC must focus its attention on management systems that position the program for response to its cooperator needs over the long term. Therefore, the following management systems must be developed:

- Effective planning (including strategic and operational);
- Organizing, defining, and communicating work unit functions;
- Evaluating need and obtaining adequate resources;
- Defining and enforcing policies to direct work effort;
- Gathering information to monitor activities, results, and impacts; and

- Evaluating data and redirecting efforts as necessary.

Control Techniques

Issue: Control tools and techniques have not been adequately maintained or improved, and new methods which are more effective and socially defensible have not been developed, thereby limiting ADC's ability to control wildlife damage.

Discussion: There were several actions in 1988 which raised concerns about current control tools. An agricultural county in California passed an ordinance banning steel leghold traps as a method of animal damage control. A circuit court in Minnesota forced the Environmental Protection Agency (EPA) to cancel aboveground uses of strichnine and Compound 1080 for failure to comply with previous data call-ins. The Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA) was amended to add registration maintenance fees which would be used to re-register all old chemicals over the next 9 years. These pressures and mounting public concerns have caused APHIS to reassess its position on pesticides and traps and to be more concerned about finding alternatives.

For many years, the ADC program and others conducting animal damage control activities have relied on the Pocatello Supply Depot (PSD) for tools, equipment, and supplies needed to conduct ADC work. However, in recent years, the ADC program has not given adequate attention to PSD including its general operation, management, or employees. The existing cooperative document is now deficient and out-of-date. The building and equipment are outmoded and inadequate for conducting a development and manufacturing operation. The descriptive information about PSD purpose, products, and services is inadequate, resulting in a lack of understanding and support from private industry and government agency personnel.

In the years prior to the ADC transfer, efforts were not focused on applied research to strengthen the program's ability to perform, contribute to developing alternative tools, or support existing techniques with new data. Insufficient resources were devoted to collecting data for support of pesticides. Consequently, a large backlog of data needs accumulated, leaving ADC with a sizeable mortgage on its current and future resources, particularly if pesticide registrations were to be maintained. This problem has been compounded by amendments to FIFRA and regulatory changes by EPA adding new data requirements for product registration and maintenance. In addition, the DWRC facility was not adequately maintained nor were funds provided to comply with the Good Laboratory Practices of EPA and the Animal Welfare Act. Subsequent corrective actions have taken a disproportionate share of resources from progressive research.

ADC has lacked funding over the years to place a strong emphasis on research, particularly in the expanding sciences of genetic engineering and electronics. While this situation has improved since the transfer to APHIS, it is still a major impediment to effective wildlife damage control.

Increasing program diversity, environmental and conservation concerns, and commitment to program effectiveness dictate that we maintain a diversity of effective control tools and techniques. ADC's future is largely dependent on our ability to place major emphasis on research prioritization and funding. The results must focus on (1) diversity of effective tools and techniques, (2) social acceptance, (3) discovery research that involves the new sciences, and (4) a concern for the well-being of wildlife populations and animal welfare.

Management of Capital Assets

Issue: Since being transferred to APHIS in Fiscal Year (FY) 1986, ADC has not systematically reinvested in major capital assets, ultimately resulting in reducing program delivery and safety.

Discussion: ADC is a service program, and success is largely dependent on the technical knowledge of ADC's personnel and the reliability of equipment and tools used. Since the transfer to APHIS, ADC has annually spent about 2 percent of its operating budget on major capital assets. Reinvesting in capital assets at this rate has left ADC with old, worn-out assets.

ADC's vehicle fleet is a prime example. ADC-owned vehicles average 5 years in age and 72,000 miles. Fifty-nine percent of the ADC-owned fleet was eligible for replacement in FY 1989; however, due to budget restraints only 17 percent will be replaced. By FY 1990, 61 percent of ADC-owned vehicles will be eligible for replacement and 64 percent by FY 1991, assuming we replace 17 percent of those eligible for replacement in FY 1990.

Another example of the lack of a systematic approach to reinvesting in major capital assets is ADC's inability to procure radios. After being transferred to APHIS in FY 1986, ADC committed to vacating U.S. Fish and Wildlife Service radio frequencies by FY 1991; tight budgets since FY 1986 have prevented significant progress toward this objective.

ADC's employees, its most valuable asset, rely heavily on major capital assets to effectively do their jobs. Most work is in remote, off-road areas that are difficult to access. Old, worn-out equipment lowers employee morale, negatively impacts program delivery, and contributes to reduced safety.

ADC's success is heavily dependent on personnel. When

faced with decisions to reduce spending, ADC usually chooses not to reduce personnel for the following reasons:

- Short-term savings relative to the cost of providing benefits to separating employees.

- Political sensitivity associated with Reductions-In-Force (RIFs).

- RIFs lower employee morale, negatively affecting program delivery.

Resolving the capital assets issue requires (1) changing the management philosophy of first reducing major capital assets to accommodate budget reductions and (2) developing of a systematic approach to managing capital assets.

Professional Credibility of Wildlife Damage Management

Issue: Wildlife damage management has not been appropriately recognized as a critical component of wildlife management, resulting in a lack of professional and public awareness of the need for wildlife damage control as well as a lack of professional credibility of the ADC program.

Discussion: The complexity of wildlife damage management necessitates cooperative relationships not only with recipients of damage control services, but also with other members of the wildlife profession and concerned public. However, interactions between wildlife damage control personnel and other members of the wildlife profession and public have not been well-planned, timely, or effective.

Increasing human populations competing with wildlife for habitat is resulting in an escalating demand for wildlife management professionals to resolve conflicts with minimal environmental effects and maximal acceptance by the public. In addition, our society has shifted from an agrarian to an urban culture with a corresponding change in attitudes toward wildlife management, animal welfare, and animal rights. These attitudes run counter to sound wildlife management, including wildlife damage control.

Historically, work of the wildlife management profession focused on control of wildlife populations, but recently it has evolved to enhancement and protection. This evolution has de-emphasized the need for wildlife damage management and at times has resulted in damage management being rejected by some segments of the profession. Wildlife damage control personnel, in turn, have tended to disassociate themselves from the wildlife profession. These developments have resulted in inadequate interpersonal and interagency communications and lack of information transfer, and defensiveness and unwarranted adversarial relationships. This gap has been further widened by inadequate quantifiable information

regarding wildlife damage and the effects of control efforts. Such information is needed if wildlife damage managers are to address the internal concerns of the wildlife profession and external concerns of the public.

Membership and participation in professional organizations and meetings by ADC personnel have not been representative of ADC's abilities and role in the wildlife profession, resulting in inadequate intraprofessional linkages and communications. Few technical damage control papers have been presented outside wildlife damage control oriented audiences. While ADC personnel have actively participated in the Vertebrate Pest Conference, Eastern Wildlife Damage Control Conference, and Great Plains Wildlife Damage Control Workshop, little effort has been given to the publication of peer-reviewed technical papers in the Journal of Wildlife Management, Wildlife Society Bulletin, or other natural resource publications.

The wildlife profession and academic institutions have failed to adequately train wildlife management personnel in the science of wildlife damage management. Of the 65+ colleges and universities offering degrees in wildlife management or wildlife biology, none offer specializations in wildlife damage control. A few offer a wildlife damage control course, but generally only a few hours of classroom instruction are devoted to this component of wildlife management. This lack of formalized instruction has resulted in graduates who are professionally naive in the principles of wildlife damage control.

Professional credibility and public trust must be attained if ADC is to effectively address producer and public needs. ADC must be proactive in striving for positive relationships with all segments of the public community by seeking common interests and avenues to attain mutual goals and objectives. At various program levels, linkages must be established and effective communications maintained, not only with cooperators, but other members of the wildlife management profession and the concerned public as well. We must direct damage control papers to the profession, as a whole, in order to inform and educate our peers of wildlife damage control issues and to highlight ADC professionalism. To insure that future wildlife managers are provided wildlife damage control training opportunities, ADC must work closely with academic institutions to establish damage control curricula and cooperative education programs. Systems which provide scientific measurements of wildlife damage and the effects of control efforts must be instituted, and the information gathered must be communicated internally and externally by ADC.

Resource and Program Data Needs

Issue: Critical data are lacking on wildlife damage and control actions, benefits, and impacts. These data deficiencies result in low levels of public understanding and

acceptance, limit ADC program management and direction, and hamper protection of resources of concern.

Discussion: A large segment of the American public is unable to support the science and practice of wildlife damage control because neither the economic significance of damage caused by wild vertebrates nor the benefits provided by control are well understood. Lack of understanding and support is compounded by increased societal concern for the environment, wildlife resources, and animal welfare. Data and other information are inadequate to fully answer the public's questions about the extent and distribution of resource damage, effectiveness of control tools, and the significant contributions, benefits, and environmental impacts of wildlife damage control.

Today, the ADC program is receiving increased attention, and its values, actions, and methodologies are being challenged. Objections are often channeled through the news media and legislative processes where the lack of data can lead to divergent conclusions. When informed debate is possible, criticism often subsides. In addition to limiting public dialogue, the lack of information hampers managers' ability to effectively monitor the program's services. Thus, the ability to assess program effort and costs, evaluate management controls, and recommend improvements is limited. Specific examples follow:

- Human resources may not always be utilized to their maximum potential. In some instances, labor costs associated with control tools and strategies may exceed the value of resources saved. Likewise, without comparative data, control methods cannot be critically analyzed for cost effectiveness in protecting a given resource.

- The distribution of appropriated funds is based on a combination of historical precedent and the amount of concern generated on a particular issue or area. Consequently, funds may not always be applied to the greatest need on a national level, or where control measures may return the maximum benefit in value of resources saved.

- Trend analysis is lacking, thus the program's ability to assess current practices and make projections regarding loss rates and needed control efforts is wanting.

- The relative effect of control measures on the environment is difficult to quantitatively assess.

Other factors which affect this critical issue have been increasing in significance for at least three decades. Improved media communications have heightened the awareness of Americans toward the environment and wildlife resources, and animal welfare has become an issue of public concern. Several major and significant pieces of legislation have been passed (e.g., National Environmental

Policy Act; Federal Insecticide, Fungicide, and Rodenticide Act; and Endangered Species Act). The number of competing uses for public resources has increased. The resultant public demands have placed new pressures on natural resource agencies to perform environmental assessments for all proposed uses.

A nationwide ADC information system, in conjunction with other surveys, studies, and systems supported by private enterprise, universities and government agencies is needed. The system will assist ADC in establishing services in harmony with the wants and needs of the agricultural community and the American public. Benefits will accrue through improved, cost-effective, and selective application of control measures, improved use of human resources, better monitoring and projection capabilities, and more equitable and judicious use of appropriated funds. Moreover, other agencies and legislative bodies will be better informed to make correct decisions affecting wildlife damage control, support for control will improve, the public will suffer less from unfounded fears and concerns, and America's resources will suffer less from depredation.

Human Resource Management System

Issue: ADC has not adequately recruited and developed personnel at all levels, resulting in critical shortages of personnel fully trained to meet program demands.

Discussion: Since ADC became a part of APHIS, there has been a renewed demand for ADC assistance by various agencies and interest groups. This increased need, combined with an existing shortage of managers, has placed the program in a serious deficiency within the supervisory ranks. Of the 37 State Director positions, 51 percent may become vacant within 5 years; 4 are presently vacant, 7 are occupied by personnel eligible for retirement, and 7 directors will become eligible for retirement within 5 years. In addition, 4 (57 percent) of the grade 14-15 managers will become eligible during this period. Filling these vacancies will require placing new and inexperienced personnel in positions with little opportunity for preparatory training. This will force the program to rely on new supervisors with less than adequate experience and training to direct and coordinate a highly complex program involving many Federal and State agencies and groups.

Personnel training has been lacking throughout the program. Shortly after the transfer, the costly, quick-fix Supervisory Training Program (STP) was initiated to partially alleviate the extensive supervisory and management personnel void. This program has been completed but is being outpaced by attrition, largely due to retirements. There is no training plan in place to address the increasing number of vacancies. Also, women and minorities in the ADC work force are not representative of the civilian labor work force. An ADC supervisory training

course was developed by HRD and given to one group, but after the trainer left, the initiative died. There has been a serious lack of training of the administrative support staff and only isolated cases of training of Animal Damage Control Specialists (ADCS) to assume leadership roles within the program. In addition, the concept of formalized personnel training is not supported by many individuals because of negative experiences with prior training.

Shortly after the transfer the ADC program received a large number of computers. For many, this was the first time for hands-on use of computers. Few States had personnel with some knowledge and interest in computers. With few exceptions, there was minimal effort to provide training for State and regional office personnel; consequently the full benefit of this investment has not been realized.

The employee recruitment and development crisis has developed over an extended period of time because of budget restraints, lack of endorsements for personnel training and low priority ranking by the former agency. Other than the STP, there has been no program for recruiting new supervisory personnel, nor any funding for training to increase job performance and to prepare ADC personnel for positions of greater responsibilities. Incentives have been little used to reward and support top performers. In addition, many qualified individuals have not elected to move to positions of greater responsibility, thus adding to the supervisory shortage.

If the ADC program is to provide the leadership role in wildlife damage control, the program must initiate programs that will prepare individuals for supervisory roles, train administrative staffs for improved efficiency, and provide opportunities for ADCS to expand their education and training to break into the supervisory ranks. In addition, ADC needs to clarify the career development opportunities that exist for all levels within ADC. A recruitment and development program will afford an excellent opportunity to attract minorities and women and should ensure that both groups are included commensurate with regional demographics.

Strategy Statement

The ADC strategy is to position the program to meet the wildlife damage control needs of agricultural producers and the public. In order to do this, ADC will:

- Aggressively and systematically identify those needs.
- Maintain a commitment to strategic and operational planning.
- Proactively manage our programs through more effective services, methods of delivery, organization, and personnel management.
- Expand our role in wildlife damage management through more effective leadership.

Long-Range Goals

1. Have in place by October 1990 a complete system of management practices that provide long-term direction to the program, clear support and guidance to the current activities, adequate monitoring of resources and operations, and effective evaluation.
2. By October 1991, a system will be in place for establishing, supporting, and implementing research and development priorities that will ensure the availability of a fully adequate range of effective and socially defensible methods.
3. Have in place by December 1992, a system to ensure the availability and adequacy of major capital assets.
4. To enhance the credibility of wildlife damage management, specific actions will be taken by January 1991, which will improve communications between all levels of ADC and other members of the wildlife profession and general public.
5. By October 1992, systems will be established which provide and utilize comprehensive, reliable, and timely data on wildlife damage control needs. This will include the ADC Management Information System (MIS), surveys, studies, and other forms of information, and will be developed in conjunction with private enterprise, universities, and other agencies.
6. By October 1992, a system for employee recruitment and development will be in place that ensures the availability of fully trained personnel at all levels and which will address incentives, EEOCR representation, and career opportunities.

Animal Damage Control
Multiyear Action Plan 1

Goal Statement: Have in place by October 1990 a complete system of management practices that provide long-term direction to the program, clear support and guidance to the current activities, adequate monitoring of resources and operations, and effective evaluation.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Establish strategic and operational program planning procedures	Procedures in place	DAO, TMT, PPD	Nov. 1989	No
2. Program evaluation and development	Procedure in place	TMT, PPD	Jul. 1990	No
(a) Establish an effective program evaluation and decision procedure	Communication systems established	DAO	Jul. 1990	No
(b) Establish effective systems for timely and routine communications of management decisions, new information and policies to program personnel and constituents				
3. Establish a procedure for forecasting and acquiring both Federal and cooperative resources	Procedure in place	DAO, RMS, TMT, PPD	Oct. 1990	No

Animal Damage Control
Multiyear Action Plan 2

Goal Statement: By October 1991, a system will be in place for establishing, supporting, and implementing research and development priorities that will ensure the availability of a fully adequate range of effective and socially defensible methods.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Prepare analysis of current control tools and methods with assessment of effectiveness and potential long-term availability	Report	ADC, OSS, S&T	Apr. 1990	No
2. Arrange discussion by top management of ADC and S&T to assess current project status of DWRC	Assessment	ADC, TMT, S&T, PPD	Apr. 1990	No
3. Prepare analysis of DWRC capability to fulfill ADC research needs	Report	ADC, S&T, PPD	May 1990	No
4. Convene summit of ADC managers, wildlife damage control top researchers to examine research potential	Report	ADC, S&T	Jul. 1990	No
5. Task force of government/academic researchers and industry leaders to prepare research plan for 1990's	Plan	ADC, S&T	Feb. 1991	Yes
6. Prepare budget proposal for FY 1992	Budget Proposal	ADC, S&T	Apr. 1991	Yes
7. Develop a strategic plan for the Pocatello Supply Depot which identifies its mission, addresses its critical issues, and establishes specific action step to meet ADC needs	Plan	DAO, TMT, S&T, FSO, ADC	Dec. 1989	No

Multiyear Action Plan 3

Goal Statement: Have in place by December 1992, a system to ensure the availability and adequacy of major capital assets.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Current and needed capital assets				
(a) Design a survey instrument to be used to inventory current and needed ADC capital assets	ADC capital assets survey	RMS, RO	Nov. 1989	No
(b) Conduct survey of ADC capitalized equipment	Completed capital assets survey	RMS	Jan. 1990	No
(c) Evaluate replacement options for each major capital asset category	Capital assets analysis	RMS, RO	Apr. 1990	No
(d) Include capital assets cost estimates in budget justifications	Budget narratives	RMS, RO	Jun. 1990	No
2. Establish policy, guidelines and support information for replacement and procurement of capital assets	Directive	RMS, DAO, TMT	May 1990	No

**Animal Damage Control
Multiyear Action Plan 4**

Goal Statement: To enhance the credibility of wildlife damage management, specific actions will be taken by January 1991, which will improve communications between all levels of ADC and other members of the wildlife profession and general public.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Information transfer				
(a) Identify professional organizations in which participation by ADC personnel is needed and develop guidelines regarding official interaction	Position descriptions performance standards	DAO	Dec. 1989	No
(b) Develop a reward/recognition system for publication of technical ADC papers	ADC Directive	TMT	Jun. 1990	No
(c) Develop a public relations plan	Public relations plan	OSS, LPA	Oct. 1990	No
2. Educational programs				
(a) Identify wildlife damage control curriculum needs	Report	DAO	Jun. 1990	No
(b) Develop procedures to facilitate inclusion in university/college wildlife management curriculum	Action plan	DAO	Dec. 1990	No
(c) Develop plan to increase interaction with universities (e.g., student placements, ADC guest lecturers)	Action plan	DAO	Dec. 1990	No

Animal Damage Control
Multiyear Action Plan 5

Goal Statement: By October 1992, systems will be established which provide and utilize comprehensive, reliable, and timely data on wildlife damage control needs. This will include the ADC Management Information System (MIS), surveys, studies, and other forms of information, and will be developed in conjunction with private enterprise, universities, and other agencies.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Management information inventory				
(a) Identify all classes of information needed by the ADC-TMT for program evaluation and development	Report	DAO, OSS, RMS, MISWG, S&T, PPD	Apr. 1990	No
(b) Identify information systems, reporting procedures, or surveys necessary to gather or project the management information	Procedures, systems in place	DAO, TMT, OSS, RMS, MISWG, S&T	Jul. 1990	No
2. ADC Management Information System				
(a) Maintain current prototype system in six pilot western states	Positive feedback and support	OSS, MISWG, RO	Oct. 1990	No
(b) Continue down-loading until new system is up and running	Micro-computer files	OSS, MISWG, RO	Dec. 1990	No
(c) System design: complete development of component modules including agreements, supplements, cards, weekly reports and reference files	Completed modules, standardized reports and stored historical data	OSS, MISWG, RO	Oct. 1990	No

(d) System implementation: obtain necessary technical approval; and procure system hardware, software, and services; and conduct nationwide training of ADC employees in use of MIS	Completed nationwide system	OSS, MISWG, all ADC states and/or units	Oct. 1991	Yes
3. Surveys of agricultural loss	Survey results	DAO, OSS, TMT, MISWG, PPD	Sept. 1990	Yes
Facilitate surveys of nationally important resources to determine significance of wildlife caused damage	Standardized annual reports	OSS	Sept. 1989	No

Establish an interim format for standardizing state annual reports

Multiyear Action Plan 6

Goal Statement: By October 1992, a system for employee recruitment and development will be in place that ensures the availability of fully trained personnel at all levels and which will address incentives, EEOCR representation, and career opportunities.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Determine personnel needs, costs, and develop a recruitment plan that identifies ADC field stations to serve as focal points	Recruitment plans	RO, OSS, RMS	Dec. 1989	No
2. Cooperative student program	Working document	RMS, RO, EEOCR	Nov. 1989	No
(a) Obtain the women and minority representation in the civilian labor workforce on a regional demographic basis and compare to those in ADC for same area				
(b) Identify universities with wildlife schools Working document that have cooperative student programs and highlight those with high enrollment of minorities and women	Working document	RMS, RO	Nov. 1989	No
(c) Implement a cooperative student program that also includes recruitment strategies for obtaining minority and women representation equal to the civilian labor work force	Cooperative student program	RMS, RO	Jan. 1990	Yes
3. Internal development program				
(a) Develop and clarify procedure for Guidelines to obtain 486 series	FSO, TMT		Nov. 1989	No

ADC employees to get the education requirements to qualify for 486 series					
(b) Issue directive that sets forth these procedures to the field force and encourages participation	Directive	DAO, TMT	Jan. 1990	No	
4. Training					
(a) Develop and implement an ADC supervisory and managerial program	Training programs	OSS, R&D, TMT	Oct. 1990	Yes	
(b) Develop and implement an administrative training program on a nationwide or coordinated regional basis	Training programs	RMS, RO	Oct. 1990	Yes	
5. Career paths					
(a) Establish career paths in ADC that include supervisory and administrative	Clear career paths	HRD, RO, DAO, FSO	Oct. 1990	No	
(b) Issue directive that defines and encourages use of career paths	Directive	DAO	Dec. 1990	No	
6. Incentives					
(a) Explore with OPM establishing an R&D project on incentives for relocation	Relocation incentive program	HRD, OSS, DAO	Oct. 1992	No	
(b) Obtain authority and develop a policy that would allow all employees (Federal and cooperative) to be eligible for incentive awards for special achievements and outstanding performance	Program-wide incentive program	HRD, OSS, DAO	Oct. 1992	No	

Glossary of Acronyms

ADC	- Animal Damage Control program
ADCS	- Animal Damage Control Specialist
APHIS	- Animal and Plant Health Inspection Service
DAO	- ADC Deputy Administrator's Office
DWRC	- Denver Wildlife Research Center
EEOCR	- Equal Employment Opportunity and Civil Rights
FSO	- Field Servicing Office
HRD	- APHIS Human Resources Division
LPA	- APHIS Legislative and Public Affairs
MIS	- ADC Management Information System
MISWG	- MIS Working Group
OPM	- Office of Personnel Management
OSS	- ADC Operational Support Staff
PPD	- APHIS Policy Planning and Development staff
PSD	- Pocatello Supply Depot
R&D	- APHIS Recruitment and Development staff
RMS	- ADC Resource Management Staff
RO	- ADC Regional Office (Brentwood, TN, and Denver, CO)
S&T	- APHIS Science and Technology
TMT	- ADC Top Management Team



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